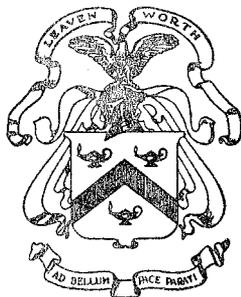


ANNUAL REPORT

OF THE
COMMAND AND GENERAL STAFF SCHOOL
FORT LEAVENWORTH, KANSAS

1935-1936



THE COMMAND AND GENERAL STAFF SCHOOL PRESS
FORT LEAVENWORTH, KANSAS

1936

THE COMMAND AND GENERAL STAFF SCHOOL
OFFICE OF THE COMMANDANT
FORT LEAVENWORTH, KANSAS

June 20, 1936.

SUBJECT: *Annual Report of The Command and General Staff School, Year 1935-1936.*

TO: *The Adjutant General, Washington, D.C.*

In compliance with paragraph 3 c (2) (a) AR 350-110, the Annual Report of The Commandant, The Command and General Staff School, for the school year 1935-1936 is submitted herewith.

1. SCHOOL STAFF.—During the school year 1935-1936 the school staff was as follows:

Commandant: Major General Herbert J. Brees
Personal Staff—Aide-de-Camp: 1st Lieutenant Dwight E. Beach, Field Artillery
Assistant Commandant: Colonel Wilson B. Burt, Infantry
Executive Officer: Lieutenant Colonel Frederick Gilbreath, Cavalry
Secretary: Lieutenant Colonel William R. Nichols, Coast Artillery Corps
Adjutant General: Major George M. Peabody, Jr., Adjutant General's Department
Librarian: Major Fred Doring, Infantry
Assistant Librarian: Major Gustav J. Braun, Infantry

2. INSTRUCTORS.—The following officers were on duty as instructors at The Command and General Staff School during the school year 1935-1936:

DIRECTORS

One-Year Class: Colonel Joseph A. McAndrew, Infantry
Second-Year Class: Colonel Troup Miller, Cavalry (September 3, 1935—February 9, 1936)
*Colonel Wilson B. Burt, Infantry (February 10, 1936—June 19, 1936)
Special Class and Extension Courses: Colonel Ralph Talbot, Jr., Field Artillery

NAVAL ADVISER

Captain Adolphus Staton, United States Navy (see paragraph 3, below)

CHIEFS OF SECTIONS

Command: Lieutenant Colonel John E. Sloan, Field Artillery
G-2 Section: Lieutenant Colonel John H. Hood, Coast Artillery Corps
G-3 Section: Lieutenant Colonel William M. Grimes, Cavalry
G-1—G-4 Section: Lieutenant Colonel Thompson Lawrence, Infantry
Publication: Lieutenant Colonel Eugene B. Walker, Coast Artillery Corps

*Also member of School Staff.

CHIEFS OF SUBSECTIONS

Infantry: Lieutenant Colonel Wade H. Haislip, Infantry
 Cavalry: Lieutenant Colonel Kenna G. Eastham, Cavalry
 Field Artillery: Lieutenant Colonel Henry L. C. Jones, Field
 Artillery
 Coast Artillery: Lieutenant Colonel James B. Crawford, Coast
 Artillery Corps
 Engineer: Lieutenant Colonel Peter C. Bullard, Corps of Engineers
 (September 3, 1935-March 9, 1936)
 Lieutenant Colonel Donald A. Davison, Corps of Engi-
 neers (March 10, 1936-June 19, 1936)
 Air Corps: Lieutenant Colonel Lewis H. Brereton, Air Corps
 Signal Corps: Lieutenant Colonel Charles M. Milliken, Signal Corps
 Chemical Warfare: Lieutenant Colonel Leigh F. J. Zerbee, Chem-
 ical Warfare Service
 Adjutant General: *Major George M. Peabody, Jr., Adjutant
 General's Department
 Judge Advocate: Lieutenant Colonel Lester S. Hill, Jr., Judge
 Advocate General's Department
 Medical: Major Charles B. Spruit, Medical Corps
 Ordnance: Captain John W. Coffey, Ordnance Department
 Quartermaster Corps: Major Roy C. L. Graham, Quartermaster
 Corps

OTHER INSTRUCTORS

Captain Clarence L. Adcock, Corps of Engineers
 Lieutenant Colonel John B. Anderson, Field Artillery
 Major Wayland B. Augur, Cavalry
 Major George R. Barker, Infantry
 Major James W. Barnett, Cavalry
 Lieutenant Colonel James L. Bradley, Infantry
 Major Francis M. Brennan, Infantry
 Major Homer C. Brown, Infantry
 Lieutenant Colonel Thoburn K. Brown, Cavalry
 †Lieutenant Colonel Peter C. Bullard, Corps of Engineers
 Major Cornelius M. Daly, Cavalry
 †Lieutenant Colonel Donald A. Davison, Corps of Engineers
 Lieutenant Colonel Jens A. Doe, Infantry
 Lieutenant Colonel Sylvester D. Downs, Jr., Field Artillery
 *Major Fred During, Infantry
 Major George L. Eberle, Infantry
 Major Manton S. Eddy, Infantry
 Captain Sam L. Ellis, Air Corps
 Major Charles R. Finley, Coast Artillery Corps
 Major Leslie R. Forney, Infantry
 Lieutenant Colonel Isaac Gill, Jr., Infantry
 Major Oliver L. Haines, Cavalry
 Major Thomas J. Hanley, Jr., Air Corps
 Major William K. Harrison, Jr., Cavalry
 Lieutenant Colonel Harry F. Hazlett, Infantry
 Lieutenant Colonel Samuel J. Heidner, Infantry
 Lieutenant Colonel Frank L. Hoskins, Coast Artillery Corps
 Major Charles E. Hurdis, Field Artillery
 Major Constant L. Irwin, Infantry
 Major A. Franklin Kibler, Field Artillery
 Major Allen F. Kingman, Infantry
 Major Egmont F. Koenig, Infantry
 Major Herman F. Kramer, Infantry

*Also member of School Staff.

†Also part-time Chief of Subsection.

Major Paul J. McDonnell, Infantry
 Lieutenant Colonel Frank W. Milburn, Infantry
 Major Fred W. Miller, Infantry
 Major Cecil R. Moore, Corps of Engineers
 *Lieutenant Colonel William R. Nichols, Coast Artillery Corps
 Major Edward S. Ott, Field Artillery
 Major Lewis A. Pick, Corps of Engineers
 Major Edwin E. Schwien, Cavalry
 Major William A. Shely, Infantry
 Captain LeCount H. Slocum, Field Artillery
 Major George E. Stratemeyer, Air Corps
 Captain Foster J. Tate, Field Artillery
 Major Thomas F. Taylor, Infantry
 Major Richard G. Tindall, Infantry
 Lieutenant Colonel John F. Wall, Cavalry
 Captain Walter L. Weible, Coast Artillery Corps
 Major James E. Wharton, Infantry
 Major Arthur R. Wilson, Field Artillery

3. NAVAL ADVISER.—Captain Adolphus Staton, U.S. Navy, reported at this School for duty as Naval Adviser August 24, 1935. He is an excellent adviser and instructor. His cooperation with and assistance to all members of the faculty has added materially to the School instruction, especially in the course on coast defense and overseas expeditions. Because of the many inter-related problems, there should always be a Naval officer on the faculty of this School.

4. THE COMMAND AND GENERAL STAFF SCHOOL.—*a. General.*—The Command and General Staff School opened September 3, 1935, with two classes: one class, pursuing the second year's course, was composed of one hundred nineteen (119) officers of the Regular Army and three (3) officers of the United States Marine Corps; and the other class, pursuing the one-year course, was composed of one hundred eighteen (118) officers of the Regular Army, two (2) officers of the United States Marine Corps, and two (2) foreign officers: Lieutenant Colonel Hsi En-Sui and Major Wang Pei-Chen, both of the Chinese Army.

b. Second-Year Class.—(1) The list of officers who finished the two year's course and who graduated June 19, 1936, follows:

Captain Glen H. Anderson, Infantry
 Major Gustav A. M. Anderson, Infantry
 Captain Edwin Y. Argo, Field Artillery
 Captain George M. Badger, Coast Artillery Corps
 Major Paul T. Baker, Infantry
 Lieutenant Colonel Cleveland H. Bandholtz, Ordnance Department
 Captain Charles Y. Banfill, Air Corps
 Captain John DeF. Barker, Air Corps
 Captain George T. Barnes, Quartermaster Corps

*Also member of School Staff.

Captain Harry C. Barnes, Jr., Coast Artillery Corps
Captain David G. Barr, Infantry
Captain George B. Barth, Field Artillery
Captain Eugene W. Billick, Medical Corps
Captain Roland Birnn, Air Corps
Captain Arthur C. Blain, Infantry
Major George F. Bloomquist, Infantry
Captain Robert G. Breene, Air Corps
Captain Francis G. Brink, Infantry
Major Charles T. Brooks, United States Marine Corps
Captain Byron T. Burt, Jr., Air Corps
Captain Clovis E. Byers, Cavalry
Major Alexander H. Campbell, Coast Artillery Corps
Major Harry W. Caygill, Infantry
Major Gilbert X. Cheves, Cavalry
Major Elliot D. Cooke, Infantry
Captain Miles A. Cowles, Field Artillery
Captain Howard A. Craig, Air Corps
Major Joseph P. Cromwell, Adjutant General's Department
Captain James T. Curry, Jr., Air Corps
Major Horace O. Cushman, Infantry
Major Thomas D. Davis, Infantry
Captain Paul L. Deylitz, Ordnance Department
Major Nelson Dingley, 3d, Coast Artillery Corps
Major Charles E. Dissinger, Cavalry
Captain Lester D. Flory, Coast Artillery Corps
Captain Lloyd R. Garrison, Field Artillery
Captain Paul R. Goode, Infantry
Major Cecil J. Gridley, Infantry
Major Roy N. Hagerty, Infantry
Major Stuart A. Hamilton, Chemical Warfare Service
Major Laurence H. Hanley, Field Artillery
Major Arthur McK. Harper, Field Artillery
Captain Joseph E. Harriman, Coast Artillery Corps
Major Paul R. Hawley, Medical Corps
Captain George F. Herbert, Infantry
Captain Hobart Hewett, Coast Artillery Corps
Captain Leland H. Hewitt, Corps of Engineers
Captain Doyle O. Hickey, Field Artillery
Major John H. Hildring, Infantry
Captain James P. Hodges, Air Corps
Major Lovic P. Hodnette, Infantry
Captain Fremont B. Hodson, Infantry
Major John E. Hull, Infantry
Captain William C. Hutt, Quartermaster Corps
Captain Reuben E. Jenkins, Infantry
Major Richard H. Jeschke, United States Marine Corps
Captain Harry A. Johnson, Air Corps
Captain Clarence E. Jones, Quartermaster Corps
Captain Albert G. Kelly, Infantry
Captain Paul W. Kendall, Infantry
Captain Clarence L. King, Infantry
Captain Cortlandt K. Krams, Infantry
Major Guy O. Kurtz, Field Artillery
Captain Francis H. Lanahan, Jr., Signal Corps
Captain John M. Lentz, Field Artillery
Captain James M. Lewis, Field Artillery
Major Henning Linden, Infantry
Captain Walter E. Lorence, Corps of Engineers
Major Harold C. Mabbott, Coast Artillery Corps
Major Marvin W. Marsh, Infantry
Major Oliver F. Marston, Field Artillery
Captain Robert B. McClure, Infantry

Major Arthur B. McDaniel, Air Corps
Captain Edward J. McGaw, Field Artillery
Captain Osgood C. McIntyre, Field Artillery
Major Bernard B. McMahon, Infantry
Captain Leo T. McMahon, Field Artillery
Captain Vincent J. Meloy, Air Corps
Major Hugh Mitchell, Signal Corps
Captain Hammond McD. Monroe, Infantry
Captain Anderson T. W. Moore, Corps of Engineers
Major John G. Murphy, Coast Artillery Corps
Captain Robert V. Murphy, Infantry
Lieutenant Colonel Richard U. Nicholas, Corps of Engineers
Captain George M. Palmer, Air Corps
Major Thomas R. Phillips, Coast Artillery Corps
Captain Howard K. Ramey, Air Corps
Captain Franklin L. Rash, Infantry
Major Charles E. Rayens, Infantry
Major Joseph L. Ready, Infantry
Captain Charles McK. Robinson, Air Corps
Captain Peter P. Rodes, Field Artillery
Major Fred B. Rogers, Infantry
Captain Onslow S. Rolfe, Infantry
Major Morrill Ross, Field Artillery
Major David S. Rumbough, Field Artillery
Captain William H. Schildroth, Infantry
Captain Richard T. Schlosberg, Signal Corps
Major Christian A. Schwarzwaelder, Quartermaster Corps
Major George D. Shea, Field Artillery
Major Thomas R. Shearer, United States Marine Corps
Captain John B. Sherman, Infantry
Captain Don G. Shingler, Corps of Engineers
Major James C. Short, Cavalry
Captain Carl D. Silverthorne, Cavalry
Major Albert C. Smith, Cavalry
Major Ross B. Smith, Infantry
Major Paul Steele, Infantry
Captain Otto R. Stillinger, Cavalry
Captain Marcellus L. Stockton, Jr., Cavalry
Captain Andrew P. Sullivan, Coast Artillery Corps
Major Lucian K. Truscott, Jr., Cavalry
Captain Herbert D. Vogel, Corps of Engineers
Captain Hugh B. Waddell, Cavalry
Lieutenant Colonel Carlyle H. Wash, Air Corps
Major Jerome J. Waters, Jr., Field Artillery
Captain Dayton D. Watson, Air Corps
Lieutenant Colonel Douglas L. Weart, Corps of Engineers
Captain Albert C. Wedemeyer, Infantry
Major Donald Wilson, Air Corps
Major Harry H. Young, Air Corps

c. One-Year Class.—(1) The list of officers who finished the one-year course and who graduated June 19, 1936, follows:

Major Frank A. Allen, Jr., Cavalry
Captain Waive Archer, Infantry
Major Clare H. Armstrong, Coast Artillery Corps
Major Calvert H. Arnold, Signal Corps
Major Russell G. Barkalow, Field Artillery
Captain Stuart A. Beckley, Field Artillery
Major Harold W. Blakeley, Field Artillery
Captain Charles C. Blanchard, Field Artillery
Major William L. Blanton, Infantry

Major Harry W. Bolan, Infantry
Major Gerald E. Brower, Air Corps
Major Dudley S. Brown, United States Marine Corps
Captain James C. Browne, Quartermaster Corps
Major Mark V. Brunson, Quartermaster Corps
Captain Blackshear M. Bryan, Jr., Field Artillery
Captain Boniface Campbell, Field Artillery
Captain Leslie D. Carter, Cavalry
Captain Warren R. Carter, Air Corps
Captain Robert A. Case, Infantry
Captain Charles C. Chauncey, Air Corps
Captain Carter W. Clarke, Signal Corps
Captain Samuel G. Conley, Infantry
Captain Forrest E. Cookson, Infantry
Captain Harold A. Cooney, Field Artillery
Captain John D. Corkille, Air Corps
Captain Erle F. Cress, Cavalry
Captain Charles M. Cummings, Air Corps
Major Breckenridge A. Day, Field Artillery
Captain William F. Dean, Infantry
Captain John R. Deane, Infantry
Lieutenant Colonel Frank H. Dixon, Medical Corps
Major Leo Donovan, Infantry
Major William W. Eagles, Infantry
Captain Riley F. Ennis, Infantry
Major William D. Evans, Coast Artillery Corps
Major Don C. Faith, Infantry
Captain William T. Fitts, Jr., Infantry
Major Arthur C. Fitzhugh, Field Artillery
Captain Ivan L. Foster, Field Artillery
Captain Arthur E. Fox, Field Artillery
Major Hugh J. Gaffey, Field Artillery
Lieutenant Colonel Roland L. Gaugler, Ordnance Department
Captain Edgar E. Glenn, Air Corps
Captain Alvin L. Gorby, Medical Corps
Captain William S. Gravely, Air Corps
Captain Leslie R. Groves, Jr., Corps of Engineers
Major Raymond C. Hamilton, Infantry
Lieutenant Colonel Roger B. Harrison, Infantry
Captain Albert J. Hastings, Field Artillery
Captain Caleb V. Haynes, Air Corps
Major Thomas W. Herren, Cavalry
Captain Leland R. Hewitt, Air Corps
Major Charles W. Higgins, Coast Artillery Corps
Captain George W. Hirsch, Ordnance Department
Lieutenant Colonel William H. Holcombe, Corps of Engineers
Major Frederick W. Hoorn, Signal Corps
Lieutenant Colonel Hsi En-Sui, Chinese Army
Major George E. Huthsteiner, Cavalry
Captain William W. Jenna, Infantry
Captain Oscar R. Johnston, Infantry
Major Alan W. Jones, Infantry
Captain Herbert M. Jones, Field Artillery
Captain Homer W. Jones, Quartermaster Corps
Major Clarence H. Kells, Infantry
Captain Frederick von H. Kimble, Air Corps
Captain Charles R. Landon, Infantry
Major Zim E. Lawhon, Field Artillery
Captain Charles B. Leimbach, Field Artillery
Captain Lyman L. Lemnitzer, Coast Artillery Corps
Lieutenant Colonel Henry B. Lewis, Adjutant General's Department
Captain James A. Lewis, Infantry

Captain Robert G. Lovett, Corps of Engineers
Major Burton L. Lucas, Infantry
Major William K. MacNulty, United States Marine Corps
Captain Kameil Maertens, Infantry
Captain Howard A. Malin, Infantry
Captain Carley L. Marshall, Infantry
Major Morrill W. Marston, Infantry
Captain Earl Mattice, Infantry
Major Samuel L. McCroskey, Coast Artillery Corps
Captain Bernice M. McFadyen, Infantry
Captain Morton H. McKinnon, Air Corps
Major Stanley R. Mickelsen, Coast Artillery Corps
Major Maurice L. Miller, Infantry
Major Murray M. Montgomery, Field Artillery
Captain Joe D. Moss, Coast Artillery Corps
Captain Joseph A. Nichols, Infantry
Captain James Notestein, Infantry
Captain Richard E. G. Opie, Infantry
Captain Theodore M. Osborne, Corps of Engineers
Major Vernon L. Padgett, Cavalry
Major George Van W. Pope, Infantry
Lieutenant Colonel Xenophon H. Price, Corps of Engineers
Major John K. Rice, Infantry
Major William P. Scobey, Infantry
Captain Josef R. Sheetz, Field Artillery
Captain George W. Smythe, Infantry
Major William A. Snow, Corps of Engineers
Lieutenant Colonel Carl Spatz, Air Corps
Captain Rupert E. Starr, Coast Artillery Corps
Captain Ralph F. Stearley, Air Corps
Captain Harold P. Stewart, Cavalry
Captain Victor H. Strahm, Air Corps
Captain Clarence P. Talbot, Air Corps
Captain Patrick H. Tansey, Corps of Engineers
Captain Benjamin A. Thomas, Cavalry
Major Harry F. Thompson, Infantry
Major Russell C. Throckmorton, Infantry
Captain Edward W. Timberlake, Coast Artillery Corps
Major William B. Tuttle, Infantry
Major Andrew C. Tychsen, Infantry
Captain Hoyt S. Vandenberg, Air Corps
Captain Wilbur H. Vinson, Infantry
Captain Alden H. Waitt, Chemical Warfare Service
Captain Samuel P. Walker, Jr., Cavalry
Major Wang Pei-Chen, Chinese Army
Major Webster H. Warren, Coast Artillery Corps
Captain Walter L. Wheeler, Air Corps
Captain Raymond E. S. Williamson, Cavalry
Major Walter A. Wood, Jr., Corps of Engineers
Captain Edwin K. Wright, Infantry

5. SPECIAL COURSE FOR OFFICERS OF THE NATIONAL GUARD AND ORGANIZED RESERVES.—*a. General.*—The Special Course for officers of the National Guard and Organized Reserves began March 16, 1936, and continued until June 15, 1936. In compliance with War Department orders fifty-one (51) officers reported to join this class, eighteen (18) from the National Guard of thirteen (13) states and Hawaii, and thirty-

three (33) officers of the Organized Reserves representing all corps areas except the First Corps Area.

b. Graduates.—The list of graduates is as follows:

Lieutenant Colonel Earl W. Bacon, Field Artillery Reserve
 Major Lyle A. Baldwin, Field Artillery Reserve
 Captain William C. Bowen, Corps of Engineers Reserve
 Major Clarence L. Boyer, Corps of Engineers Reserve
 Major John R. O. Bradley, Corps of Engineers Reserve
 Colonel Paul A. Cannady, 114th Cavalry, 24th Cavalry Division,
 Kansas National Guard
 Major Andrew F. Casper, 132d Infantry, Illinois National Guard
 Captain Chester A. Charles, Air Corps, 44th Division Aviation,
 New Jersey National Guard
 Lieutenant Colonel Bruce E. Clarke, Infantry Reserve
 Captain Louis E. Cotulla, Corps of Engineers Reserve
 Major Hal P. Crane, Coast Artillery Corps Reserve
 Major Christopher B. Degenaar, 105th Infantry, 27th Division,
 New York National Guard
 Lieutenant Colonel Ralph A. Densmore, Coast Artillery Corps
 Reserve
 Captain Kenneth C. Downing, 161st Infantry, 41st Division,
 Washington National Guard
 Major Carroll A. Edson, Infantry Reserve
 Major Adrian G. Gould, Medical Corps Reserve
 Lieutenant Colonel Richard F. Grinstead, Ordnance Department,
 45th Division, Colorado National Guard
 Lieutenant Colonel J. Tracy Hale, Jr., 127th Infantry, 32d Divi-
 sion, Wisconsin National Guard
 Lieutenant Colonel Walter A. Hardie, Signal Corps, 28th Division,
 Pennsylvania National Guard
 Captain Cyril D. Hill, Coast Artillery Corps Reserve
 Lieutenant Colonel William G. Johnston, Infantry Reserve
 Major Fred O. Kelso, Quartermaster Corps Reserve
 Lieutenant Colonel Charles P. Kerr, Infantry Reserve
 Lieutenant Colonel David R. Knappe, Coast Artillery Corps Reserve
 Lieutenant Colonel Charles A. Liebst, Field Artillery Reserve
 Captain Melford M. Lothrop, Coast Artillery Corps Reserve
 Major Allan B. Mann, Military Intelligence Reserve
 Lieutenant Colonel Alan H. Means, Field Artillery Reserve
 Lieutenant Colonel Hamilton Merrill, 299th Infantry, Hawaii
 National Guard
 Major John S. Moran, Infantry Reserve
 Major Albert W. Morse, Jr., Cavalry Reserve
 Lieutenant Colonel Harrie S. Mueller, Infantry, 35th Division,
 Kansas National Guard
 Major Clarence H. Olson, Infantry, 41st Division, Montana
 National Guard
 Lieutenant Colonel Evarts W. Opie, 116th Infantry, 29th Divi-
 sion, Virginia National Guard
 Colonel Alexander G. Paxton, 114th Field Artillery, 31st Division,
 Mississippi National Guard
 Lieutenant Colonel Ernest V. Reed, Ordnance Department Reserve
 Lieutenant Colonel Leal W. Reese, Field Artillery Reserve
 Major Howard B. Rew, 133d Infantry, 34th Division, Iowa Na-
 tional Guard
 Captain Roy W. Riegle, 137th Infantry, Kansas National Guard
 Lieutenant Colonel Henry S. Robertson, Infantry Reserve
 Lieutenant Colonel Charles W. Rooth, Infantry Reserve
 Captain Charles F. Russe, Infantry Reserve
 Colonel Charles H. E. Scheer, Coast Artillery Corps Reserve

Lieutenant Colonel George L. Simpson, Field Artillery, 32d Division, Wisconsin National Guard
Major Benjamin M. Smith, 62d Infantry Brigade, 31st Division, Alabama National Guard
Lieutenant Colonel Russell R. Ward, Cavalry Reserve
Lieutenant Colonel John C. Warnock, Infantry Reserve
Major Frank E. Washburn, Infantry Reserve
Lieutenant Colonel Lester S. Whipple, Infantry Reserve
Colonel Frederick E. Whitten, Infantry Reserve
Colonel Eric F. Wood, 107th Field Artillery, 28th Division, Pennsylvania National Guard

6. ARMY EXTENSION COURSES.—*a. Group School Courses.*—

(1) The outstanding accomplishment in Extension Course work has been the completion of over one-half of the problems pertaining to the Extension Course for Group Schools. Favorable comment upon the quality and character of these problems has been received from many quarters. However, due to a lack of general knowledge as to their adaptability for instruction purposes, as well as the limited number of copies distributed, full use has not been made of them as their merit would justify. Not only are they valuable for the civilian components, but I am confident that they would be of great value if utilized as a basis of instruction in the more advanced courses of Garrison and Unit Schools in the Regular Service.

(2) At the present time only 1500 copies of each lesson of these courses are printed. This number of copies can permit little more than one copy per instructor per group school. It is believed that if the number of copies printed would be increased to allow each group school held throughout the country to have at least thirteen copies (one copy per unit situation) it would result in increased efficiency in the instruction and be of material assistance to the officers who are endeavoring to put over the instruction.

b. Command and General Staff School Courses.—In the past it has been customary to revise each course of the extension courses at the rate of a third of its lessons each year. Three years have thus been required to complete the revision of any one course which is normally taken by a good student in one year. As a result and due to the changes in doctrine at the School, marked differences in method and practice appear in each course with resultant confusion to students. To obviate this and to insure uniformity of method and practice, within and throughout each course, arrangement has been made this year to change the system of revision so as to revise complete courses each year.

c. Two Weeks Course of Instruction for National Guard Officers of Second and Sixth Corps Areas.—In accordance with letter from The Adjutant General, dated March 24, 1936, Subject: New Instruction Course for National Guard Officers, this course has been mapped out and preparations made for its completion, including the printing and shipping of all instructional matter. The student officers of the two regular classes who have been detailed on National Guard duty in the Second and Sixth Corps Areas, and who are to constitute the instructional teams for these two corps areas, started to work on the actual writing of the course about June 6, 1936.

7. SCHEDULE OF INSTRUCTION.—*a.* The correct tactical employment of the combined arms is based on a sound knowledge of the tactics and technique of the separate arms. Only twenty-seven officers of the present One-Year Class had, prior to coming here, anything other than a one-year course at their special service schools, and that in many cases several years ago. Their knowledge of the combat arms, other than their own arm, was not comprehensive. A refresher and orientation course must therefore be given in the tactics and technique of the separate arms before taking up instruction in the employment of the combined arms in the brigade, division, and corps.

b. In general the instruction at this School falls into three main periods:

- 1st Period: The refresher course and the reinforced brigade extends over a period of two and one-half months.
- 2d Period: The reinforced division extends over a period of three months.
- 3d Period: The reinforced corps extends over a period of four months.

8. INSTRUCTIONAL METHODS.—The methods employed to impart instruction at this School are securing excellent results. Formal lectures have been reduced to a minimum. Map exercises are employed to a maximum in all indoor instruction. Much time is given to the study of the functions of command, realizing that all commanders must have detailed knowledge of staff work and that all staff officers must have intimate knowledge of the command viewpoint. In this connection, it must be remembered that the majority of the students are in the junior grades. It may be many years before any of them will be required to make decisions relating to high command. For the most part they will occupy general staff positions in war.

For this reason they are thoroughly grounded in the principles of general staff procedure.

9. TEXTS.—A complete revision of our School texts, started three years ago, is now nearing completion. These texts amplify and emphasize the instructions contained in War Department publications without in any way superseding them. They make specific and particular application of the broad and general discussions contained therein.

10. MOTORIZATION AND MECHANIZATION.—The development of correct tactical and strategical methods for the proper employment of motorized and mechanized units in the combined team is being diligently carried on. For the past three years the employment of the mechanized regiment and brigade has been taught. In the next year's course there will be introduced the tactical and strategical employment of the mechanized division. Instruction in employment of motorized units which has been taught for the past several years will continue to receive the emphasis in instruction which its increasing importance deserves.

11. ENTRANCE REQUIREMENTS.—In view of the facts outlined in paragraph 7 supra, I am of the opinion that serious consideration should be given to more definite and rigid requirements for entrance than now exist. In addition to the existing age and efficiency requirements, I believe that prospective student officers should be required to complete successfully The Command and General Staff School Extension Courses before being selected, or better still, that an entrance examination be required. This would insure that only the best and most ambitious officers would be selected and eventually would enable us to shorten, if not entirely eliminate, the refresher course and to utilize the time thus gained for more thorough work in the division and corps.

12. PHYSICAL EXAMINATIONS. — *a. Special Class.* — For many years the recommendation has been made that officers attending the Special Course be examined physically by a regular medical officer prior to their being detailed as students. This recommendation is again repeated. In this year's class, three officers were found not physically fit for full field service and for whom waivers had to be secured.

b. Regular classes.—Greater consideration should also be paid to the physical condition of regular officers before selection for the course. During the past year six officers were found to

have physical defects which interfered to a marked degree with their work as student officers.

13. **NEW CONSTRUCTION.**—I again strongly urge that the War Department give serious and prompt consideration to a much needed building repair program for this Post. This has been the subject of many communications during the past year but because of the importance of this School and the need for the construction, I am calling special attention to it in this report.

a. The Command and General Staff School Building.—The need for an enlarged academic building is so acute as to demand the earliest possible action on the part of the War Department. The Command and General Staff School is undoubtedly the most influential military school in the United States, yet its activities are carried on in converted warehouses originally erected in 1859, two years before the beginning of the Civil War. In spite of numerous modifications and several additions, the entire structure is inadequate to provide for proper and reasonably efficient operation of The Command and General Staff School.

b. Apartments.—The old Engineer Barracks (Building No. 45), the old Hospital (Building No. 55), and the old Ordnance Building (Building No. 102) were converted directly after the World War into sixty-nine (69) apartments for married officers. These apartments are not suitable for officers' quarters. They should be replaced by modern apartment buildings at the earliest practicable date. One building (Building No. 43) consisting of twenty-four (24) bachelor apartments, no longer required for bachelor officers, should be completely converted into quarters for married officers.

c. Other construction.—(1) *Officers' Mess.*—The urgent need for an Officers' Mess building, mentioned in my last Annual Report, still exists.

(2) *War Department Theater.*—A modern War Department Theater is considered to be a necessity at this station. Moving picture facilities at present are inadequate.

14. **MODERN AIRCRAFT.**—A strong need exists for additional airplanes of modern design. Not only are these necessary for the flying training of the Air Corps officers on duty as instructors and students but the need is essential for the training of student officers of other arms.

15. FUTURE POLICIES.—In my opinion the time has arrived when the War Department should make definite announcement as to just what role this School is to play in our future military educational program. If the purpose of this School is to educate as many of our officers as possible and thus attempt to raise the average standard, then the One-Year Course should be continued subject to some sort of entrance requirement, as stated in paragraph 11, supra. If the purpose of the School is to select and train only our best officers for high command and general staff positions, then the Two-Year Course should be re-inaugurated and a rigid entrance examination required. In either event the policy should be announced to the army at large.

16. CORPS AREA CONTROL.—Under existing Regulations The Command and General Staff School at Fort Leavenworth, Kansas, is the only one of our general and special service schools which is not exempted from corps area control. The records indicate that it was placed under corps area control in 1928 as a means of effecting economy in the administration of The General Service Schools and the United States Disciplinary Barracks, both of which were located on this reservation. Since that time the Disciplinary Barracks has been leased to the Department of Justice. Therefore the reasons for placing this School under corps area control in 1928 no longer obtain. It should be exempted in the same manner as are the other general and special service schools.

H. J. BREES,
Major General, U.S. Army,
Commandant.